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Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Operational activities of the United Nations Entity for Gender Equality and the Empowerment of Women

Report of the Under-Secretary-General/Executive Director

I. Introduction

1. On 2 July 2010, the General Assembly, by its resolution 64/289, established the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). In paragraph 67 (d) of the resolution, the Assembly requested the head of UN-Women to submit an annual report on operational activities for the consideration of the Executive Board of the Entity and to report on those activities to the Economic and Social Council during its annual operational activities segment. The present report is submitted in accordance with that request. The report is organized according to the structure set out in Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system. In accordance with its decision 2011/3, UN-Women will also present to its Executive Board, at its annual session in June 2012, a detailed report on the UN-Women strategic plan, 2011-2013.[1]

2. The establishment of UN-Women heralded a new era for United Nations support for gender equality and women's rights, representing an unprecedented step in United Nations system-wide coherence by bringing together the resources and mandates of four previously distinct parts of the common system: the Division for the Advancement of Women, the Office of the Special Adviser on Gender Issues and Advancement of Women, the International Research and Training Institute for the Advancement of Women (INSTRAW) and the United Nations Development Fund for Women (UNIFEM). While not relieving other organizations of their responsibilities in relation to promoting gender equality, UN-Women is leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment of women.

[1] See UNW/2011/9. The present report draws upon results until December 2010, unless otherwise stated. The latest available data has been used throughout.

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3. The year 2011 has been a year of transition for UN-Women, during which it has taken steps to strengthen the institution to meet the demands of Member States and the United Nations system for support to advance national priorities for gender equality and the empowerment of women. Over the course of 2011, a clear vision has been articulated; a field capacity assessment has been carried out, and a strategic plan has been endorsed by the Executive Board and is being implemented. The Executive Board, while approving the strategic plan, 2011-13, also requested UN-Women to "further develop the results frameworks and present a timetable for regular consultations with Member States on this matter, in order to further develop the linkages between outputs and outcomes, including clearly identifying indicators, baselines and targets of the results frameworks of UN-Women" (decision 2011/3). Accordingly, UN-Women has initiated a revision process, the results of which will be presented to the Board before the 2013 annual session. A strong staffing base has been established at Headquarters and the process is being extended to the field offices. In addition, a resource mobilization strategy has been outlined to ensure that UN-Women can fully deliver on the high expectations of stakeholders.

II. Funding for operational activities of the United Nations development system

4. The current financial environment and backdrop for advancing the operational work of UN-Women is mixed. While there is growing recognition that investing in gender equality and the empowerment of women is critical to the achievement of the Millennium Development Goals and to advancing development and human rights on multiple fronts, work on gender equality and the empowerment of women remain chronically underfunded.

5. The creation of UN-Women comes at a time of persistent economic and financial stress. At the same time, the operating environment is changing and becoming more competitive, generating a growing number of players and aid modalities.

6. As outlined in the institutional budget estimates for the biennium 2012-2013, in the first year since the operationalization of UN-Women, un-earmarked (core) voluntary contributions are expected to double from the preceding year, to over $130 million. The forecast of all contributions for 2011, $230 million, represents a 35 per cent increase over contributions in 2010.

7. To cope with the evolving current financial climate, UN-Women has developed a comprehensive resource mobilization strategy to deepen and broaden the donor base in order to secure the resources required for it to meet its commitment to support countries in advancing gender equality and women's empowerment.

8. Three strategic approaches will be used: (a) sustain and further enlarge core contributions from current Government donors that traditionally provide the largest contributions, target Government donors who may be able to make greater contributions and strengthen efforts to solicit contributions from emerging donors, thus deepening and widening the donor base; (b) identify and harness new and additional opportunities for cost-sharing resources and modalities to complement the core resource base, including for the two trust funds managed by UN-Women, the Fund for Gender Equality and the United Nations Trust Fund in Support of

Actions to Eliminate Violence against Women; and (c) expand and deepen the non-traditional partnerships of UN-Women, especially with the private sector, foundations and the national committees.

9. UN-Women anticipates expanding opportunities for cost-sharing activities parallel to the broadening of its presence at the country level. The country presences proposed in the UN-Women institutional budget estimates for the biennium 2012-2013 (UNW/2011/11) are expected to lead to growth in the levels of other earmarked (non-core) resources mobilized at the country level. As the economic and financial landscape continues to change, attention is being directed to new and emerging economies, including programme countries, which have the potential to become strong contributors to UN-Women.

10. It is clear, however, that meeting the expectations of Member States and other stakeholders with respect to gender equality and the empowerment of women will require a more robust and predictable resource base for UN-Women. While UN-Women will continue to explore all opportunities to diversify its resource base, the continued support of traditional donors remains critical to ensuring the delivery of its operational work.

III. Contribution of United Nations operational activities to national capacity development and development effectiveness

A. Capacity-building and development

11. Capacity development is a core strategy applied by UN-Women to support the achievement of gender equality and the realization of women's rights. The emphasis on capacity development has been consistently articulated in the corporate strategic planning frameworks in the past, including the current strategic plan. Capacity-building efforts have been prominent across the five thematic areas of work, as delineated in the sections below.[2] UN-Women is committed to continuing the implementation of the triennial comprehensive policy reviews of 2005 and 2007 and the related General Assembly resolution 59/250, which defines the mandate of the United Nations funds and programmes as a whole for providing technical assistance to recipient countries. The resolution also called upon all organizations of the United Nations system to mainstream a gender perspective and to pursue gender equality in their country programmes, planning instruments and sector-wide programmes and to articulate specific country-level goals and targets in this field in accordance with the national development strategies.[3] Drawing on the guidance of the United Nations Development Goals on capacity development, UN-Women developed a capacity development framework to guide its work in supporting national partners to include gender equality commitments in laws and policies and implement those commitments at national, regional and global levels.

[2] National planning and budgeting; leadership and participation; ending violence against women; economic empowerment (work on peace and security is outlined in sect. D below).

[3] Resolution 59/250 was also the basis for positioning UNIFEM (now UN-Women) as a technical resource on gender for the entire United Nations system: "*Calls upon* the United Nations development system to avail itself of the technical experience of the United Nations Development Fund for Women on gender issues".

12. UN-Women has adopted a multitude of approaches to support the development of the capacities of its partners and constituencies, including: (a) training, (b) development and dissemination of knowledge resources, (c) posting of technical experts or advisers on gender equality in key institutions, (d) South-South exchange, (e) convening and mobilization of networks, and (f) provision of financial and technical support.

B. National planning and budgeting

13. UN-Women continues to invest in capacity-building efforts to advance national priorities for women's empowerment and gender equality. During 2010-2011, UN-Women has contributed to the development capacities of national partners to mainstream gender equality into 27 strategies on various subjects, including national AIDS strategies and post-conflict reconstruction strategies. Support includes increasing capacity to collect and analyse data and, through gender-responsive budgeting analysis and advocacy, ensuring the inclusiveness of participation in planning processes.

14. Since 2008, UN-Women has supported the institution of 176 new or strengthened policies and laws to advance gender equality (including constitutional amendments) in 50 countries as well as at regional and global levels. UN-Women also supported constitutional reform, a rare opportunity to enshrine rights for women into a country's fundamental legal structure. For example, long-term support to gender equality advocates in Kenya in 2010 has contributed to the inclusion of significant gender sensitive provisions in the Constitution.

15. Gender-responsive budgeting supports efforts to make budget policies and processes reflect national and international commitments towards women's empowerment and gender equality. In recent years, the momentum around such budgeting has increased noticeably, along with the understanding that budget policymaking that seeks to eliminate inequalities (in access to education, health, security, justice, training and employment) maximizes the effectiveness of development policies. With this increasing momentum there has been a growing demand from partners (State and non-State actors) for capacity to apply or support the application of gender-responsive budgeting.

16. UN-Women has tracked its support on some form of gender-responsive budgeting work to a total of 44 countries,[4] with significant achievements, including the issuance of gender-responsive budget guidelines by 17 ministries of finance[5] and the initiation of budget monitoring mechanisms by 13 countries. This support has resulted in important and enduring institutional changes. Gender-responsive

[4] Albania, Algeria, Argentina, Bolivia (Plurinational State of), Bosnia and Herzegovina, Brazil, Burundi, Cameroon, China, Colombia, Ecuador, Egypt, El Salvador, Ethiopia, Ghana, Grenada, Haiti, Honduras, India, Indonesia, Kazakhstan, Kyrgyzstan, Mali, Mexico, Morocco, Mozambique, Nepal, Nicaragua, Nigeria, Pakistan, Papua New Guinea, Paraguay, Peru, the Russian Federation, Rwanda, Senegal, Serbia, the Syrian Arab Republic, the former Yugoslav Republic of Macedonia, Timor-Leste, Tunisia, Ukraine, United Republic of Tanzania and Zambia.

[5] Bolivia (Plurinational State of), Bosnia and Herzegovina, Cameroon, Ecuador, Egypt, Ethiopia, Haiti, Indonesia, Mali, Nepal, Nicaragua, Niger, Pakistan, Rwanda, Senegal, United Republic of Tanzania and Zambia.

capacities and procedures are now firmly established within the ministries of finance, including changes in budgeting processes to make them more gender-responsive.

17. For example in Latin America, support for gender-responsive budgeting contributed to budgetary allocations to advance the rights of women and gender equality at the local level in Rosario, Argentina, Santa Rosa de Copán, Honduras and the State of Pernambuco, Brazil; 23 municipalities in the Plurinational State of Bolivia and two municipalities in Ecuador; and at the national level in Brazil and Ecuador. In Ecuador, where the number of girls who report experiencing sexual violence in school ranges from 22 to 63 per cent, according to estimates by non-governmental organizations, the Ministry of Education has allocated 6.3 per cent of the budget to efforts to eliminate violence against women and girls in schools. As of 2011, gender equality concerns are also reflected in the budget guidelines and the country's four-year plan for 2011-2014.

C. Leadership and participation

18. At the country level, UN-Women provided training[6] and supported the advocacy efforts of women candidates to effectively conduct campaigns for public office in 23 countries.[7] In 18 of those countries the number of women in local or national representative institutions increased and in four the number met or neared the level of 30 per cent representation of women. In many cases these efforts to support candidates and/or voters were linked to direct partnerships with national and/or independent electoral commissions (Burundi, Kenya, the Sudan and Nigeria).

19. In the Sudan, women constituted up to 65 per cent of registered voters in 2010 and, for the first time, there was a woman presidential candidate and 3,600 women candidates. Women's representation in Parliament has risen to 28.5 per cent nationally, with 33.5 per cent in the South Sudan Legislative Assembly. UN-Women supported the National Elections Commission, the South Sudan Elections Committee and state elections high committees by supporting the development of gender-responsive manuals, checklists and guidelines and by training domestic observers and providing orientation to the international observer and monitoring missions of the African Union, the Intergovernmental Authority on Development, the League of Arab States, Japan and the European Union. UN-Women also undertook extensive gender-responsive civic and voter education with training of trainers and 200 community workshops, including advocacy and support to women candidates to meet the 25 per cent quota. Capacity-building for media associations, in conjunction with the Sudan Academy for Communication Science, was conducted for 400 journalists, government officials and members of civic organizations on gender issues during the elections.

20. Based on its results-based budgeting data, UN-Women spent 56 per cent ($57 million, not including the trust funds) of programmable funds on capacity

[6] Support to candidates was provided in Afghanistan, Albania, Belize, Burundi, Colombia, Cook Islands, Haiti, Indonesia (Aceh), Jordan, Mali, Saint Kitts and Nevis, Solomon Islands, the Sudan, Tajikistan, Timor-Leste, Tonga and Zambia.

[7] Support to women's inclusion in political parties was provided in Egypt, Haiti, the Niger, Nigeria, the Republic of Moldova, Rwanda, Saint Lucia, the Sudan, the Syrian Arab Republic and Zambia.

development support to strengthen the abolition of gender-equality advocates to monitor and/or advocate the implementation of commitments to women and to expand services for women in 94 countries. This included support to 52 national machineries for women, elected women officials, as well as women seeking office, and to nearly 100 women's non-governmental organizations, including organizations representing the most excluded women (for example, indigenous women, rural women, HIV positive women, migrant women, informal sector workers and young women).

21. In Guatemala, UN-Women supported the strengthening of the Presidential Secretariat for Women and the Indigenous Women's Ombudsperson in the elaboration of proposals to incorporate the national policy for the promotion and integral development of women and its equal opportunities plan (2008-2023) in planning and budgets at national and local level. UN-Women and its partners developed training on the policy and international commitments on the rights of women in five ministries, including the Ministry of Foreign Affairs. As at December 2010, nearly 2,000 middle and high-level managers and 102 staff of municipal offices for women, 77 of which are located in the seven selected departments, have been trained.

22. UN-Women also makes funding directly available to gender equality advocates in order to fast track the implementation of national priorities through the Fund for Gender Equality and the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women. To date, the Fund for Gender Equality has disbursed grants totalling $37.5 million to 40 programmes in 35 countries. Demand for these funds demonstrates the acute need for support to gender equality in all regions, with the Fund having received $3 billion in requests. Additional grants of $16 million will be disbursed in 2012. The Fund has a major focus on supporting the development and implementation of national plans of action/laws for gender equality and, although grantees are still in their early stages of implementation, results of the efforts that women's rights organizations have been able to promote with the support of the Fund are beginning to emerge. One example of the Fund's ability to support countries in obtaining results is the Gender Equality Law passed in El Salvador in March 2011.

D. Ending violence against women

23. As an important funding and global coordination mechanism, in 2010 the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women awarded $20.5 million to 26 initiatives in 33 countries. The Fund awarded an additional $17.1 million in 2011 to 22 initiatives that address violence against women and girls in 34 countries. Grants distributed between 2009 and 2011 are estimated to reach 11.43 million beneficiaries, primarily women and girls, as well as men and boys, service providers, members of civil society and traditional leaders. With these most recent awards, the United Nations Trust Fund's current active portfolio includes 96 grants in 86 countries, with a total grant value of $61.5 million.

24. Preventing and responding to violence against women requires the cooperation of multiple actors, including actors in the legal, health, judiciary and employment sectors. UN-Women supports capacity development to expand women's greater

access to justice and survivor services in all regions where it works, most often through joint programmes in partnership with multiple United Nations, government and civil society partners. In many countries, programmes are also helping to position national women's machineries as central coordinating bodies to ensure responsiveness and accountability across relevant government sectors.

25. In Morocco, the Ministry of Social Development, Family and Solidarity is the lead national counterpart coordinating the multisectoral joint Millennium Development Goals Fund gender programme through a management programme committee, which includes 13 other ministries. Since 2008, the programme, under the Ministry's leadership, has extended services to over 4,000 survivors of violence through a growing network of service providers, and has supported the creation of a national baseline on prevalence and a government-backed media campaign. The programme is credited with the increased rationalization and sustainable strengthening of the leadership role of the Ministry in relation to enhancing responsiveness, ownership and accountability within other government sectors.

26. UN-Women has worked to support improved security sector responses to survivors of violence against women by building the capacities of law enforcement and other relevant State actors. This work includes supporting institutionalizing gender desks, hotlines, data collection, police training and one-stop centres in all regions where it works.

27. UN-Women also contributed to strengthening commitments and access to justice through capacity-building efforts to improve the gender sensitivity of court policies and procedures, expanding awareness of applicable laws and human rights instruments among judges, decision-makers and other legal actors in both the formal and informal justice sectors and increasing access to legal services in over 30 countries.

28. In Thailand, capacity development support to the Thonburi Criminal Court has resulted in the adoption of a set of mandatory guidelines for judges and staff handling domestic violence cases in its jurisdiction. In addition, a mediation unit and a psychological clinic set up within the Court are the first of their kind to provide additional services to domestic violence survivors and offenders of other crimes. Volunteer mediators and psychologists have received training to ensure adequate knowledge and understanding of women's human rights. The Office of the Judiciary recently endorsed a plan to establish low-cost non-confrontational courtrooms nationwide, to develop guidelines for the court staff to effectively implement the domestic violence act and to continue to build the capacity of court personnel. The Bangkok Criminal Court, with a nationwide jurisdiction, has also established a model courtroom as a safe space for survivors of sexual abuse and domestic violence.

E. Economic empowerment

29. Working in partnership with other United Nations agencies, UN-Women is committed to strengthening support for the enhancement of women's economic empowerment, in particular by supporting national efforts to expand economic security for women workers, including their access to credit, strengthened social protection and the establishment of guarantees of migrant women worker's rights across different regions. Capacity-building initiatives have resulted in the creation

of specific gender policies and institutional frameworks within relevant government institutions, including: the Policy for Gender Equality in the Central American Bank for Economic Integration; a fully functional Gender Council within the Ministry of Labour, Social Protection and Family of the Republic of Moldova; and gender guidelines in the Ministry of Labour and Employment of Kyrgyzstan. In the Plurinational State of Bolivia, a joint programme supported by the Millennium Development Goals Fund has strengthened capacities in the Department of Equal Opportunities and, through the provision of financial services and technical training, has enabled 2,452 rural women to increase their income by 50 per cent, through cooperative economic enterprises in 17 municipalities.

F. South-South cooperation and development of national capacities

30. South-South cooperation is a key component of the UN-Women implementation strategy. UN-Women has supported the exchange of experience to strengthen legislative and policy reform efforts and, in some cases, has leveraged partnerships with regional organizations to facilitate such cooperation.

31. Examples of such support include: exchanges of elected women leaders in the Arab States and among women parliamentarians in the Southern Cone of Latin America; interregional efforts to support women migrant workers in Asia and the Arab States that bring together government representatives from countries of origin and destination to ensure that the rights of migrant women are protected and to build knowledge, human rights awareness and networks of migrant women workers; and strengthening regional cooperation to monitor and share strategies to implement international commitments, notably through the annual South Asia regional ministerial conferences in partnership with the South Asian Association for Regional Cooperation.

32. The catalytic work that began in Rwanda with the National Police continues to deliver results. The United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF) and UN-Women have supported the efforts of the Government of Rwanda to develop a model comprehensive and multisectoral approach to addressing violence against women, with well defined roles for security actors in implementing the model. The report of the joint field visit to Rwanda by the Executive Boards of UNDP/UNFPA, UNICEF and the World Food Programme, in March 2010, endorsed "the regional gender-based violence training services offered by the Rwanda police force as an initiative worth replicating". The report also noted that neighbouring countries are familiar with this initiative and that it serves as a good example of South-South cooperation.

G. Gender equality and women's empowerment[8]

33. Ensuring that United Nations country teams and the Resident Coordinator system have the capacity to advance gender equality is one of the highest priorities of UN-Women. Throughout the consultations held since its launch in 2010, United Nations partners have made it clear that the main areas that UN-Women should prioritize in providing support to the United Nations system are: (a) strengthening the capacity of the United Nations system at all levels to mainstream gender perspectives into individual portfolios and joint programmes of United Nations bodies; (b) supporting improved knowledge on the status of women in individual countries; and (c) leading the United Nations country teams in improving accountability for gender equality, including improved tracking of investments, and in the implementation of global policies, norms and standards.

34. UN-Women, as the chair of the United Nations Development Goals Task Team on Gender Equality, continues to monitor reporting by United Nations country teams on gender issues through its yearly review of the annual reports of the Resident Coordinators. The reviews show an overall positive trend towards stronger United Nations country team support for gender equality and the empowerment of women. In 2010, the increasing number of reported initiatives as well as the depth of reporting, indicated a qualitative shift in the level of support provided by the United Nations system.

35. The United Nations system has also improved reporting on its support for the translation of international commitments into national laws, policies and strategies that broadly address gender equality, as well as those dedicated to eliminating violence against women in its many forms. This includes increased support to services for survivors and for the implementation of existing national commitments, including at the community level. Reporting on the support provided by United Nations country teams for the inclusion of gender equality in national planning processes has also improved. Such work involves expanding gender theme groups with government and civil society partners, contributing knowledge to mainstream a gender perspective in critical frameworks and ensuring that United Nations planning is aligned with national plans.

36. UN-Women is also promoting new initiatives and strengthening system-wide accountability mechanisms for gender equality, including the adoption of a gender marker throughout the United Nations system to track resources for gender equality[9] and performance indicators to assess the gender-responsiveness of common country programming. In Viet Nam, UN-Women successfully advocated the application of the UNDP gender marker to track allocations of "one plan" funds, thus increasing the accountability of all United Nations agency programming in projects funded under the "one plan".

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[8] The core mandate of UN-Women is to advance gender equality and the empowerment of women. Section G presents its efforts to provide analysis and guidance across the United Nations system, largely through the work of the United Nations Development Goals Task Team on Gender Equality, including the system-wide action plan, to operationalize the gender mainstreaming strategy. Subsequent sections focus on the direct participation of UN-Women in a wide variety of coordination mechanisms at the country, regional and global levels.

[9] UNDP, UNICEF and the Inter-Agency Standing Committee have already introduced a gender marker. UNFPA is in the process of developing one.

37. The United Nations country team performance indicators for gender equality and the empowerment of women (the "scorecard") establish an accountability framework for assessing the effectiveness of gender mainstreaming by the United Nations country team in common country programming. The development of the gender scorecard was coordinated by the Task Team on Gender Equality and endorsed by the United Nations Development Group Principals in April 2008. Since then, 20 countries have completed the scorecard, with a further 20 countries in progress or planning the exercise in late 2011 or early 2012: a review of the first three years of its implementation, currently under way, is expected to yield recommendations for its future use.

38. While reviews such as that undertaken by the Task Team on Gender Equality have affirmed that there has been notable progress in the reflection of gender equality in planning documents and that innovative programming is being spearheaded by many United Nations organizations, the systems and tools to measure progress against stated goals and accountability functions need to be strengthened. The coordinating role of UN-Women is critical in addressing the remaining gaps and challenges to effectively mainstream gender perspectives across the system. In order to shift the focus to impact and results, UN-Women will produce a meta-evaluation of United Nations system evaluations of gender equality programming and support a joint evaluation of joint programmes for gender equality.

39. UN-Women is also coordinating the development of a system-wide action plan to operationalize the gender mainstreaming strategy through a series of consultations with all entities of the United Nations system. It is expected that the plan will be considered for endorsement by the High-Level Committee on Programme in February 2012 and by the United Nations System Chief Executives Board for Coordination in April 2012. It is expected, inter alia, to establish: a common understanding of what gender equality, gender mainstreaming and the empowerment of women mean in practice; a common set of performance standards for planning, monitoring and reporting on each entity's work related to gender equality and the empowerment of women; and a framework that individual entities can then use and adapt to allow more optimal integration of gender equality and the empowerment of women into their own work in line with their mandates. In addition, it is hoped that the plan will reinforce the efforts of United Nations entities to promote gender equality and the empowerment of women by clarifying the most critical areas of accountability and leadership and assisting them to overcome challenges and strengthen the effectiveness and coherence of the system's work on gender equality and the empowerment of women.

H. Transition from relief to development

40. UN-Women has long been a partner to women in areas affected by conflict, in line with Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009) and 1960 (2010). In 2010, UN-Women presented extensive analysis of the situation of women and peace and security in the context of the anniversary of Security Council resolution 1325 (2000). The results of many of those studies were included in the report of the Secretary-General on women's participation in

peacebuilding, developed by the Peacebuilding Support Office, with technical support from UN-Women, and with wide inter-agency participation.[10]

41. The report was presented to the Security Council in an open debate and was endorsed by the Secretary-General's Policy Committee. The Secretary-General has mandated all United Nations organizations to allocate a minimum of 15 per cent of budgets for post-conflict recovery to efforts to ensure women's participation. In addition, at least 40 per cent of temporary jobs in post-conflict recovery are to go to women.

42. Through its presence in countries in conflict, post-conflict and crisis situations, UN-Women has been able to provide support to coordination efforts, including through increased gender sensitivity in needs assessments in Côte d'Ivoire, Georgia and Haiti. In Haiti, UN-Women participated in the ad hoc working group on sexual and gender-based violence put in place by the Deputy Special Representative of the Secretary-General to improve mission response to such violence, provided inputs to the development of the draft United Nations Stabilization Mission in Haiti (MINUSTAH) plan to address sexual and gender-based violence developed in collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR) training modules on sexual and gender-based violence for military and United Nations police to be deployed to camps for internally displaced persons in Port-au-Prince and participated in training 150 military/United Nations police staff. In Somalia, UN-Women was co-chair of the gender theme group and took the lead role in the planning for a gender audit for the United Nations country team, which recommended that a gender strategy be developed by UN-Women, UNFPA, the Food and Agriculture Organization of the United Nations and the United Nations Political Office for Somalia and that a gender adviser be placed in the office of the Resident Coordinator. UN-Women has been engaged closely with the broader United Nations system on support to the transitional authorities and women's groups in Libya. UN-Women has also seconded a senior gender adviser to the United Nations Support Mission in Libya to support start-up and planning processes and to ensure that they are undertaken in a gender-responsive manner.

43. In 2010 and 2011, UN-Women seconded experts to the following commissions of inquiry in Côte d'Ivoire, Guinea, Libya, and Sri Lanka (Panel of Experts) to support women's voices in transitional justice processes. UN-Women has also seconded experts to the Department of Political Affairs and the Peacebuilding Support Office to support the incorporation of a gender perspective in their critical peace and security work. The joint partnership on gender and mediation developed between UN-Women and the Department of Political Affairs has resulted in: the training of peace activists across West Africa, Central Asia, Côte d'Ivoire, South-East Asia, the former Yugoslav Republic of Macedonia, Egypt and Somalia on peaceful dispute resolution; gender expertise being provided to the Doha peace process; an increase in the proportion of women candidates on the rosters of senior mediators kept by the Department of Political Affairs (to 35 per cent); and the addition of gender expert to the United Nations standby team of mediation experts. UN-Women and the Peacebuilding Support Office have developed a joint partnership on gender-responsive peacebuilding. This has resulted in joint country programmes in South Sudan and Guinea which work to support the participation of national women's organizations in recovery and reconstruction and increased

[10] See A/65/354-S/2010/466.

responsiveness to the needs of women and the United Nations country-level peace and security programming. UN-Women has been working with the Department of Peacekeeping Operations to develop and implement scenario-based training programmes for military peacekeepers to help them to prevent and respond to sexual violence in conflict situations. This type of training, which has already begun in major troop- contributing countries, has been embedded in the new standard training on the protection of civilians provided by the Department of Peacekeeping Operations.

IV. Improved functioning of the United Nations development system

A. Coherence, effectiveness and relevance

44. Central to the mission of UN-Women is its role in leading and coordinating United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into concrete action at the country level. The founding resolution of UN-Women, which mandated a more pronounced role in coordination, provides the impetus for building on past efforts while significantly increasing the Organization's ability to promote gender equality in the context of ongoing United Nations reform efforts at the global, regional and country levels. UN-Women is working through global coordination mechanisms,[11] including the United Nations Development Group, to ensure that system-wide policy decisions and recommendations on gender equality and the empowerment of women are implemented at the regional and country levels through enhanced coordination.

45. UN-Women is focusing on increasing the capacity of existing staff to play a stronger coordination function at the country level and to ensure policy coherence on gender equality and the empowerment of women, which represents a priority area for internal capacity development. There is no comprehensive assessment of the overall capacity of United Nations country teams to respond to demands for support to advance gender equality and women's empowerment, and this may prove to be an area that UN-Women will develop in future. UN-Women will also work through the United Nations Development Group Task Team on Gender Equality to carry out a mapping of gender expertise in the country teams, responding to findings from the implementation of country team performance indicators for gender equality, the ILO gender audit methodology and other tools.

46. In 2010, as a part of its function of ensuring accountability on gender equality at the global level, UN-Women undertook an assessment, led by the United Nations Development Group Task Team on Gender Equality, of the gender-responsiveness of the United Nations Development Assistance Frameworks generated between 2006 and 2009. The review found that gender equality was mentioned as a cross-cutting theme and gender equality outcomes specifically delineated in slightly over half of the Frameworks. The review also noted that while it was difficult to identify resources marked for gender equality in all Frameworks, a rough assessment

[11] The United Nations System Chief Executives Board for Coordination and its three pillars, the High-Level Committee on Programmes, the High-level Committee on Management and the United Nations Development Group.

revealed that, on average, only about 4 per cent of resources were earmarked for specific gender equality initiatives.

47. In regard to its own participation at the country level, in 2010, UN-Women contributed to 23 United Nations Development Assistance Frameworks exercises, working to ensure stronger mainstreaming and accountability for national priorities related to gender equality. For example, in the United Republic of Tanzania, UN-Women contributed to innovative arrangements for ensuring that gender mainstreaming delivers results through the United Nations Development Assistance Plan 2011-2015 ("one plan"). In the plan, gender equality is not only a cross-cutting issue, it is a programming principle under which every key action and activity the cross-cutting considerations have to be specified and monitored. Twenty per cent of the "one fund" allocations for subsequent years are also dependent on delivery of the cross-cutting considerations of gender equality and human rights, and the quality assurance review includes gender equality indicators. The UN-Women strategic plan includes, as a target, that 40 per cent of United Nations Development Assistance Frameworks rolled out between 2011 and 2013 will have outcome level results on gender equality with indicative resources clearly delineated.

48. In the above-mentioned assessment of United Nations Development Assistance Frameworks a correlation was found between strong gender theme groups, well supported by senior management, and positive change. Although the precise number of gender theme groups that exist around the world is not known, the number reported in the 2010 annual reports of the Resident Coordinators is 106, up from only 37 reported in 2004. UN-Women has tracked an increase in its participation and/or leadership in 104 coordination mechanisms, out of which 62 are led or co-led by UN-Women.

49. Joint programming has become a preferred programming modality for many United Nations country teams. UN-Women has seen a steady increase in its participation in joint programmes and is currently participating in 104 of such programmes.[12] More recently joint programmes with substantial budgets, specifically dedicated to implementing United Nations Development Assistance Frameworks commitments to gender equality, have been developed in Africa, including Ethiopia ($22 million) and Liberia (two programmes with combined budgets of over $33 million), with the participation of UN-Women. To further enhance understanding of the results of joint programming, UN-Women is examining gender as a cross-cutting issue in joint programmes in order to document promising practices. The UN-Women Evaluation Unit has also completed a portfolio review of joint programmes on gender equality in anticipation of a joint evaluation of gender as a cross-cutting issue.

50. UN-Women is present in all "Delivering as one" pilot countries and is increasingly represented in the "self-starter" countries. These pilots have all contributed important lessons on how the United Nations can provide a coordinated response to Member States in supporting the achievement of national priorities on gender equality. In Albania, for example, a stakeholder survey to assess the effectiveness of the "Delivering as one" initiative found that ratings of the effectiveness of the Organization's work in policy advice, capacity-building and joint advocacy are all deemed by stakeholders to be in the middle of the range for

[12] These represent joint initiatives with more than two United Nations partners. Twenty-eight of these are funded by the Spanish Millennium Development Goals Achievement Fund.

most areas, with a significant exception in relation to gender equality, for which effectiveness was rated higher than other areas.

51. In the context of "Delivering as one", UN-Women has observed the strengthening of the role of national women's machineries to: influence national development agendas; coordinate multisectoral responses across a multitude of government ministries; and participate in and influence United Nations planning exercises, both through increased visibility and support in the context of joint programmes and in United Nations/government coordination mechanisms. In many countries gender equality advocates in civil society are also receiving support to advocate for gender-responsive laws and policies, as well as inclusion in United Nations planning processes. Through exercises, such as the application of performance indicators for gender equality and gender audits and in a few cases efforts to apply a gender marker to the "one fund", United Nations country teams have become more aware of the challenges in addressing national gender priorities and are taking steps to address them based on a more clear understanding and, in some cases, including stronger accountability. These are important signals showing that United Nations and national Government cooperation is increasingly harmonized, resulting in stronger national ownership and increased alignment with the United Nations.

52. While UN-Women cannot support a physical presence in all countries seeking its technical and advisory support services, using a cost-effective approach, it will continue to extend its technical reach in response to demands from development partners. Through its investment in online portals that address the needs of specific practitioner communities, it will offer access to knowledge that is informed by evaluations, research, training tools and other resources produced by UN-Women and its partners, including: (a) Gender Matters, a gender and human rights consultancy organization; (b) gender-responsive budgeting; (c) gender and HIV/AIDS; (d) the Virtual Knowledge Centre to End Violence against Women and Girls; (e) the International Knowledge Network of Women in Politics (iKNOW Politics); and (f) the WomenWatch website (www.un.org/womenwatch). Interface with the general public is maintained through the main corporate website (www.unwomen.org), which in 2010 recorded over 550,000 visitors, representing a 16.5 per cent increase over the previous year.

B. Regional dimensions

53. The UN-Women strategic plan, 2011-2013 specifies that UN-Women will rapidly undertake an analysis of its overall regional architecture and functions at different levels of the Organization in order to be able to deliver efficient, timely and quality support to Member States in helping advance their gender equality goals and priorities. The regional architecture review, which will be completed in the first quarter of 2011, will pay particular attention to the following functions of UN-Women:

(a) Programmatic and operational oversight to ensure effective business practices;

(b) Capacities to strengthen coherence between the normative guidance generated by intergovernmental bodies and the operational support provided to national partners at the country level;

(c) Capacities to strengthen coordination and coherence within the United Nations system.

54. At the regional level, UN-Women seeks to ensure that the gender dimension of agreed policies and guidance is being adequately addressed, and it is already working closely with the regional commissions and through the regional coordination mechanism to achieve that objective. UN-Women chairs or co-chairs the regional coordination mechanism gender clusters and working groups on gender equality to provide guidance and support for regional data collection, research and analytical work on the situation of women and girls in the region. UN-Women also leads and/or participates, as part of the regional directors teams, in specific task teams or joint initiatives to advance a coherent approach to gender equality and the empowerment of women. In its management results framework, UN-Women has set a target by 2013 that all five regional directors teams will implement a strategy for supporting and monitoring improved action on gender equality by the United Nations country teams.

C. Transaction costs and efficiency

55. In strengthening its field presence, UN-Women is seeking to capitalize on the current capacities that exist within the United Nations country teams, that is to build on their strengths and achievements, as required, and not to replicate their work. As a part of the field capacity assessment carried out by UN-Women in 2011, the country teams were asked how UN-Women could add value to their work. UN-Women's proposal to strengthen its field presence is predicated on the responses received.

56. UN-Women will continue to rely on support from UNDP for various operational services on the ground through service level agreements.

V. Country-level capacity of the United Nations development system

57. UN-Women is committed to achieving a cohesive workforce and aims to become the employer of first choice for those wanting to make a difference in the achievement of gender equality and the empowerment of women worldwide. In this regard it has made great strides in developing a comprehensive human resources management framework that both meets the requirements of UN-Women and is within the parameters of the Staff Regulations and Rules of the United Nations. This framework will support human resources planning and policy, organizational design, recruitment, staffing and learning and provide the talent, performance and workforce management needed to fulfil the mandates of UN-Women.

58. With the completion of the human resource alignment process at Headquarters, in which approximately 93 per cent of incumbent staff were aligned to job functions in the new organizational structure, and the appointment of the senior management team, full attention is now focused on strengthening and realigning the UN-Women workforce at the country level.

59. The emphasis on the field within the human resources consolidation plan of UN-Women is exemplified in the institutional budget estimates for the biennium 2012-2013 (UNW/2011/11) in which the creation of 139 new posts, 102 of which

would be in the field, is proposed. The creation of these new posts will ensure the needed expansion, by 21 countries, of the number of field presences that meet minimum staffing requirements over the course of the next biennium and would increase, to 55, the number of UN-Women country presences that have minimum staffing capacity funded under the institutional budget.

60. UN-Women is also mandated to monitor and report on the status of women in the United Nations system and to assist the Secretary-General in achieving the goal, mandated by the General Assembly, of achieving the equal representation of women at all levels in all occupational categories. To that end, UN-Women will contribute to building the internal capacity of the United Nations system to overcome challenges associated with gender parity and improvement of the status of women, including through support to various entities, departments and offices, in the context of the overall work on capacity development to be undertaken in response to the system-wide action plan for gender equality and the empowerment of women which UN-Women is coordinating.

VI. Evaluation of operational activities for development

61. The UN-Women Evaluation Office provides leadership for the evaluation function throughout the Organization. It undertakes corporate evaluations, establishes systems to support decentralized evaluations, builds evaluation capacity and develops partnerships with evaluation networks and academic institutions to promote gender-responsive public policy. In addition, the Evaluation Office leads gender-responsive evaluation within the United Nations system and promotes accountability and evaluative evidence on United Nations gender equality results through inter-agency work.

62. UN-Women has been able to enhance its evaluation function, as evidenced by the increased quantity, quality and use of evaluation for advancing gender equality, and by its influence within the United Nations to support more gender-responsive evaluations system-wide. Key results include:

(a) At the corporate level, UN-Women completed the evaluability assessment of the UNIFEM strategic plan, 2008-2013, which provided valuable lessons that informed the development of the UN-Women strategic plan, 2011-2013;

(b) The UN-Women evaluation team undertook the first review of United Nations joint programming on gender equality in preparation for a major joint evaluation of United Nations joint programmes on gender equality, to be undertaken in 2011-2012. The evaluation will be critical for underpinning the support of UN-Women to United Nations coordination, as well as the development of the quadrennial comprehensive policy review;

(c) UN-Women and the United Nations Evaluation Group recently developed a handbook on integrating human rights and gender equality in evaluation for use as a tool to integrate human rights and gender equality into the practice of evaluation.

VII. Recommendation

63. The Executive Board may wish to take note of the present report and transmit it to the Economic and Social Council, together with the comments and guidance provided by delegations.

United Nations UNW/2012/2

Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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24 and 25 January 2012, New York
Item 1 of the provisional agenda*
Organizational matters

Report of the second regular session of 2011, 5 to 7 December 2011

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* UNW/2012/L.1.

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I. Organizational matters

1. The second regular session of 2011 of the Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) was held in New York from 5 to 7 December 2011.

2. The President of the Executive Board of UN-Women, U. Joy Ogwu (Nigeria), opened the session. The Secretary of the Board reviewed the workplan for the session.

3. The Executive Board approved the agenda for its second regular session (UNW/2011/L.3) and its workplan, as revised.

4. The Executive Board adopted the report on the annual session (27 to 30 June 2011) as contained in UNW/2011/10.

5. The Executive Board adopted the tentative workplan for the first regular session 2012 (24 and 25 January 2012) (UNW/2012/L.1). The Secretary, in response to a query, noted that the dates had changed from the dates originally scheduled: 26 and 27 January 2012.

6. The Executive Board adopted the proposed annual workplan of the Executive Board for 2012, as contained in UNW/2012/CRP.1, as orally amended. The Secretary of the Board noted that proposals for the principles, the criteria and the procedures to guide the use of cost-recovery income would be added to the agenda of the second regular session of 2012, in accordance with paragraph 12 of decision 2011/5. In addition, an update on the progress in the analysis to specify which activities are to be considered as normative, operational or a combination of the two, in accordance with paragraph 75 of General Assembly resolution 64/289, as requested in paragraph 16 of decision 2011/5, would be provided in 2012.

II. Financial, budgetary and administrative matters

Statement by Under-Secretary-General/Executive Director

7. The Under-Secretary-General/Executive Director introduced the institutional budget estimates for UN-Women for the biennium 2012-2013 (UNW/2011/11), the report of the Advisory Committee on Administration and Budgetary Questions (UNW/2011/12) and the UN-Women management response to the report of the Advisory Committee (UNW/2011/12/Add.1). As the organization's first institutional budget, it was the "genuine founding budget" of UN-Women, a strategic tool that reflected the strategic intent of the mandate of UN-Women, as laid out in the founding resolution and the strategic plan 2011-2013.

8. While a new organization, UN-Women was already demonstrating results, the Under-Secretary-General/Executive Director noted, especially in the Arab region, where it had provided access to good practices in Egypt and Tunisia in promoting gender equality in institution-building, including electoral reform and constitution formulation. Other accomplishments during the year included the public and media attention garnered by the report *Progress of the World's Women*, which focused on access to justice. The normative role of UN-Women remained strong and the organization was working to combine the normative function with operational and policy work to produce impact. An example of this was the work of UN-Women

with the United Nations Development Programme (UNDP) and some Member States in organizing a high-level side event on women's political participation during the General Assembly, bringing together women Heads of State and Government and women ministers from all regions of the world. The Joint Statement of that event, signed also by the Under-Secretary-General/Executive Director, inspired a new resolution calling for stronger action on women's political participation, adopted by the Third Committee of the General Assembly. UN-Women had also taken steps to position gender equality and women's empowerment at the centre of inter-agency work in the area of food security, especially with linkage to the economic empowerment of rural women.

9. With regard to coordination, a system-wide action plan would be presented to the Chief Executives Board in April 2012, providing a stronger foundation for promoting gender mainstreaming and accountability in the United Nations system. A strong case had been made for the promotion of "Delivering as One for Women" at a meeting held in Montevideo, in November 2011, through prioritizing women's empowerment and gender equality in United Nations Development Assistance Frameworks by United Nations country teams. Gender equality and women's empowerment were highlighted in the agreement reached at the fourth High-level Forum on Aid Effectiveness (Busan, Republic of Korea, 29 November-1 December 2011).

10. The budget responded to the vision of UN-Women as a dynamic and effective organization. Based on the assessment of the resources necessary to achieve the results laid out in the strategic plan 2011-2013, UN-Women was proposing an institutional budget for 2012-2013 of $140.8 million. The budget proposed to devote 86.3 per cent of total resources to development activities. The budget showed an increase compared with the support budget for 2011, approved by the Executive Board at the first regular session of 2011.

11. The increase arose primarily from the funding of 139 additional posts. About one third of the posts reflected functions that were already being carried out, either through positions covered under the programme budget, or covered by special service agreements. Three quarters of the new positions were in the field, in line with the stated priority of the strategic plan. Those positions would bring the number of UN-Women country presences with minimum institutional budget-funded capacity to 55 by the end of 2013. The concept of minimum capacity was informed by the field capacity assessment, which had concluded that, in order for UN-Women to deliver on its mandate in any country, a minimum capacity of three professional staff would be required, including one who could act as a representative at a level comparable to the membership of the United Nations country team. The remaining one quarter of the new positions were at UN-Women headquarters, including in the areas of resource mobilization, finance and budget, human resources and policy.

12. The Under-Secretary-General/Executive Director noted that the organization had revised downward its own income estimates for the biennium 2012-2013, from $900 million to $700 million, taking into consideration the effect of the current economic climate on UN-Women. Nevertheless, there were grounds for optimism on resource mobilization: the financial resources of UN-Women were currently greater than the four predecessor entities' combined budgets. The donor base was being broadened, with numerous donors providing a major proportion of the funding of UN-Women, rather than just a few. Five countries had provided contributions above

$10 million and several more were close to reaching that mark. New donors were emerging, including the Republic of Korea, the United Arab Emirates, Nigeria, Indonesia, Gabon and India. Member States were strongly encouraged to translate their commitment to gender equality and women's empowerment into an increased contribution for UN-Women for 2012 and beyond.

13. The Under-Secretary-General/Executive Director cited the two major corporate initiatives designed to improve business methods at UN-Women: the field capacity assessment and the ongoing regional architecture review. A third initiative would be the organizational effectiveness and efficiency initiative, a priority effort to simplify, harmonize and strengthen systems, policies and procedures. That initiative would examine finance and budget processes, explore ways to reduce administrative burdens, particularly in the field, and pool capacity, where possible. It would also review human resources processes and propose ways in which UN-Women could better invest in its staff to develop the capacities necessary to deliver the results of the strategic plan.

14. The regional architecture review would be integrated with the organizational effectiveness and efficiency initiative to identify how functions that were currently spread between headquarters, regional and country levels could be either streamlined or consolidated. The results would be reported to the Executive Board at the annual session 2012. One immediate step in moving regional capacity closer to the field was the shifting of regional functions for the Arab States to Egypt.

15. The Under-Secretary-General/Executive Director thanked the President, other Bureau members and the members of the Executive Board for their role in supporting UN-Women.

Discussion

16. Twenty-four delegations responded to the statement of the Under-Secretary-General/Executive Director. Among the speakers were the Minister of Women Affairs and Social Development of Nigeria, the Ambassador-at-Large for Foreign Affairs of Kazakhstan, eight Permanent Representatives of Member States and a representative of the Gender Equality Architecture Review Campaign.

17. The Minister of Women Affairs and Social Development of Nigeria stated that the creation of UN-Women could not have come at a better time. It was commendable that UN-Women was taking advantage of the expertise, knowledge, partnership and experience of other United Nations agencies, thereby advancing the goal of coordination and coherence of the United Nations in delivering on its mandate. The focus areas of UN-Women coincided with Nigeria's priority areas as contained in the national gender policy. The Minister underlined the advances in women's increased political participation in Nigeria, including the current composition of 33 per cent of women as cabinet ministers, up from 11 per cent in 2010. Nigeria's voluntary contribution of $500,000 to UN-Women was a demonstration of a genuine commitment to women's equality and empowerment, nationally and globally. The Minister paid tribute to the President for the able manner in which she had conducted affairs of the Board over the past year.

18. Delegations congratulated the Under-Secretary-General/Executive Director for her strong leadership and UN-Women for its progress during its first year of operations and expressed their support for the organization and its first institutional

budget. Women and girls must be at the centre of development efforts, speakers emphasized, as the benefits could transform their own lives as well as those of their families, communities, societies and economies. There was a multiplier effect in empowering women and girls that could enable growth and achievement of all Millennium Development Goals. The role of UN-Women in global advocacy for gender equality was cited, especially at the fourth High-level Forum on Aid Effectiveness. A similar role was anticipated at the United Nations Conference on Sustainable Development (Rio+20), to be held in Rio de Janeiro in June 2012. One speaker urged cooperation between the Executive Board and the Commission on the Status of Women.

19. Speakers cited achievements with regard to gender equality and the empowerment of women in their own countries, including in the areas of political empowerment, socio-economic advancement and the creation of laws on violence against women and other gender-specific crimes. Progress in health, education and maternal mortality was also cited.

20. Underlining the importance of delivery of high-quality programmes with measurable development results at the country level, speakers also cited the leadership role of UN-Women in creating enhanced United Nations country team work for women and girls and avoiding duplication at the field level. The transition from a highly centralized organization to a field-focused organization and the scaling-up of activities through larger and fewer programmes was welcomed. It was encouraging that of the new posts, 25 per cent represented a change of funding source from programme resources to the institutional budget. Several delegations underlined the need to respect national ownership and country-driven priorities, with programmes and projects based on the requests of Governments. One delegation requested that UN-Women use local staff and national procurement when possible.

21. The level of development in a particular country must be considered, speakers noted, emphasizing that UN-Women should be where the need was greatest, including in fragile States and those in transition. UN-Women was urged to maintain its presence in middle-income countries, such as those in Latin America, where it supported efforts to combat social exclusion and institute gender-responsive budgeting. UN-Women was encouraged to become a catalyst for South-South cooperation. Delegations also cited the importance of working within the "Delivering as One" initiative and collaboration with civil society.

22. One delegation cited the results of its multilateral aid review that had identified organizations with a good track record on delivery, results and impact. In that regard, the UN-Women strategic plan 2011-2013 had provided a strong results framework. It was necessary, however, to see further progress to ensure that all baseline and milestone information would be included in the revised results framework in 2013.

23. Speakers welcomed the continued work of UN-Women to prioritize increased capacity in the field, especially through strengthening existing country presence and the development of new country offices. One speaker underlined that the principle of national ownership also applied to the establishment of offices. Speakers looked forward to the outcome of the regional architecture review, to be presented at the annual session 2012.

24. Several delegations requested more detailed information on the nature of the posts to be created under the proposed budget and cited the need for the comments of the Advisory Committee on Administrative and Budgetary Questions on this issue to be taken into account. Speakers underlined the need for UN-Women to adhere to the highest standards of transparency, including by implementing the principles of the International Aid Transparency Initiative. A clear disclosure policy on all aspects of its work was needed. The adoption by UN-Women of the International Public Accounting Standards was welcomed.

25. Speakers noted the revision downward of the resource mobilization target for 2012-2013 given the global economic situation. Several delegations commended UN-Women for its commitment to cost-efficiency through the organizational efficiency initiative and cost reduction, efforts that they hoped would be continued. Others underlined the need not to let contributions diminish, particularly as women could be impacted more than otherwise in the difficult economic environment. Speakers encouraged UN-Women to expand its partnerships with the private sector and foundations in resource mobilization.

26. Some speakers cited the importance of taking concrete measures to ensure that core resources did not subsidize activities funded by earmarked contributions. One speaker urged that the consideration of the apportionment of funding from the regular budget and voluntary contributions, as determined in paragraph 75 of General Assembly resolution 64/289, be undertaken to ensure that voluntary contributions are allocated exclusively to functions related to operational activities.

27. Many delegations cited their pledged and/or actual contributions to UN-Women. The Government of the Netherlands announced an increase of €2 million in a core contribution to UN-Women, a tripling over the level of 2010, support to the Gender Equality Fund activities in the Middle East and North Africa and financing of UN-Women activities in women's leadership and political participation in Egypt and Morocco. The Government of the United Kingdom cited its contribution of £10 million in core funding for 2011 and 2012. The Government of India had pledged $5 million to core resources, with $1 million contributed in April 2011 and another $1 million to be contributed in December 2011. The Government of Kazakhstan announced the doubling of its contribution to $100,000 in 2011. The Government of Malaysia reaffirmed its pledge to increase its contribution from $10,000 to $50,000. The Government of Mexico cited its contribution of $150,000 and $800,000 to the Gender Equality Fund. The Government of Bangladesh pledged $10,500 for 2011.

28. The representative of the Gender Equality Architecture Review Campaign pledged continued support to UN-Women and advocated for the meaningful participation of civil society in the work of UN-Women and for robust funding to the new entity. While the campaign supported the budget, it was deeply concerned that UN-Women would not have equal footing with other United Nations agencies unless the budget increased rapidly. All donors were urged to scale up their contributions, as the substantial increase in financial support was vital to ensuring that UN-Women would be successful in building a solid foundation and making a difference in the lives of millions of girls and women, their families and communities around the world. The campaign representative emphasized that UN-Women must go beyond the sum of its parts to achieve its mandate by scaling up its country presence, strengthening system-wide coherence and leading efforts to

mainstream gender. The campaign welcomed the formalized engagement with civil society advisory groups at the global, regional and country levels as critical for UN-Women to fulfil its mandate and be accountable to the people it served. The intention to create a non-governmental organization advisory group was welcomed, and UN-Women was urged to devise both formal and informal methods of engagement with civil society in all areas of thematic and country-level work.

29. The Under-Secretary-General/Executive Director thanked the speakers for their interventions. She noted that the organization was using the field capacity assessment as a tool and that the outcomes of the regional architecture review and the operational efficiency and effectiveness review and related recommendations would be shared with the Board. UN-Women recognized the importance of national ownership, demand-driven activities and sustainability, as stated in the principles of the strategic plan 2011-2013.

30. In responding to delegations that had asked for more details on the posts included in the budget proposal, the Under-Secretary-General/Executive Director noted that posts were proposed for challenging or understaffed areas such as resource mobilization, budget and human resources, as well as policy areas dealing with data/research and political participation. The recommendations of the Advisory Committee on Administrative and Budgetary Questions and the comments of the Board with regard to providing more information on posts were welcomed and would be addressed.

31. With regard to countries in transition, the Under-Secretary-General/Executive Director underlined the capacity support provided by UN-Women in cooperation with United Nations partners at a time when women were advancing in political strength, for example, in Egypt, with the establishment of the first Egyptian Women's Association and the issuance of national identification cards to enable 60,000 women to vote.

32. In responding to other comments, the Under-Secretary-General/Executive Director affirmed that UN-Women would adhere to the highest standards of transparency, which was an essential part of organizational effectiveness. She noted that cost savings had been realized through office consolidation and a full report would be provided to the Board during 2012. UN-Women would enhance its work with civil society through the advisory committee and continued work at the country level.

33. The Executive Board, following informal consultations, approved the following decision.

2011/5 UN-Women biennial institutional budget 2012-2013

The Executive Board,

1. *Stresses* the importance of enabling UN-Women to enhance its support to countries in their support of gender equality and the empowerment of women, which will be carried out in accordance with the strategic plan and its annexes, as approved in its decision 2011/3, and affirms its intention to support the Under-Secretary-General/Executive Director in the mobilization of voluntary resources;

2. *Takes note* of the report of the Under-Secretary-General/Executive Director on the use of voluntary resources for the institutional budget for the biennium 2012-2013 (UNW/2011/11) and the report of the Advisory Committee on Administrative and Budgetary Questions (UNW/2011/12) on the proposed UN-Women institutional budget estimates for the biennium 2012-2013;

3. *Notes* the management response to the report of the Advisory Committee on Administrative and Budgetary Questions (UNW/2011/12/Add.1), and requests the Under-Secretary-General/Executive Director to take fully into account the observations and the recommendations of the Advisory Committee in the preparation of future institutional budgetary proposals;

4. *Welcomes* the ongoing effort to strengthen the presence of UN-Women at the field level, in accordance with the principles laid out in its decision 2011/3, inter alia, paragraph 3, and in annex IV of the strategic plan for 2011-2013, and looks forward to receiving information periodically from the Under-Secretary-General/Executive Director in this regard, including on the staffing and posts functions in field offices;

5. *Welcomes* the intention of UN-Women to keep the management and administration component of the institutional budget to the minimum necessary so that the pace of growth in support activities does not exceed the rate of programmes development activities;

6. *Welcomes* the results-based budgeting approach used for the UN-Women institutional budget estimates for 2012-2013, including the application of harmonized cost classifications, in accordance with paragraph 12 of Executive Board decision 2011/1;

7. *Welcomes* the organizational efficiency and effectiveness initiative, and encourages the Under-Secretary-General/Executive Director to continue to seek efficiencies to ensure the maximum possible funds available for development programmes, and invites the Under-Secretary-General/Executive Director to inform the Executive Board on the results of measures to improve business processes and enhance operational efficiency and effectiveness at its annual session 2012;

8. *Looks forward* to considering at its annual session 2012 a report of the Under-Secretary-General/Executive Director to the Executive Board on the conclusions of the regional architecture review, including potential reconfiguration of regional, subregional and country presence and the budgetary implications of the report;

9. *Requests* the Under-Secretary-General/Executive Director to ensure that all sources of funding bear their fair share of management costs and to avoid the subsidization of non-core voluntary resources by core voluntary resources;

10. *Approves* a gross appropriation of $140.8 million for the institutional budget for 2012-2013;

11. *Notes* that funding from core voluntary resources is estimated at $132.3 million and from other resources and trust funds at $8.5 million, and

recognizes that additional extrabudgetary income earned shall be used for the institutional budget;

12. *Requests* the Under-Secretary-General/Executive Director to submit for the consideration of the Executive Board at its second regular session 2012 proposals for the principles, criteria and procedures that should guide the use of cost-recovery income, taking into account the harmonized cost-recovery policies and methodologies used by the United Nations Children's Fund (UNICEF), the United Nations Development Programme and the United Nations Population Fund (UNFPA);

13. *Authorizes* UN-Women to carry forward to 2012-2013 $2 million of the unutilized balance of resources approved by the Executive Board for change management in paragraph 9 of its decision 2011/1, in further support of the change management process, including the regional architecture review and organizational efficiency and effectiveness initiative, and requests the Under-Secretary-General/Executive Director to report to the Executive Board on the use of these resources at the second regular session 2012;

14. *Requests* the Under-Secretary-General/Executive Director to make further efforts to strengthen linkages between results, as outlined in the UN-Women strategic plan, and resources utilized, in the context of the submission of an integrated budget for programme and institutional support for the biennium 2014-2015;

15. *Requests* the Under-Secretary-General/Executive Director to continue to enhance the clarity and the transparency of future institutional budgets;

16. *Recalls* General Assembly resolution 65/259 and paragraph 13 of its decision 2011/1, looks forward to considering, in the context of the proposed institutional budget for the biennium 2014-2015, the outcome of the analysis to specify which activities are to be considered as normative, operational or a combination of the two, in accordance with paragraph 75 of General Assembly resolution 64/289, and invites the Under-Secretary-General/Executive Director to keep the Executive Board updated on progress in this regard.

34. Following the approval of decision 2011/5, the President thanked Vice-President Magnus Lennartsson (Sweden), for serving as facilitator, a role in which he had demonstrated leadership, patience and guidance in his efforts on behalf of the Bureau, the Board and the secretariat. The President thanked all members and observers for their commitment, willingness to work together and spirit of compromise.

III. Other matters

Closing remarks

35. The Under-Secretary-General/Executive Director stated that the Board had provided UN-Women with vital support with the approval of the organization's first institutional budget. The positive comments and suggestions for future improvements were welcomed. She recognized the President, Ambassador Ogwu, as one of the closest friends of UN-Women throughout the year. She also thanked

Vice-President Lennartsson (Sweden) for his hard work as facilitator for three decisions of the Board during 2012. She thanked the Board for approving the decision on the institutional budget and recognized those Member States that had made pledges to UN-Women. The organization would continue to strengthen its processes and was justifiably proud of what it had achieved during 2011. UN-Women would, however, continue to take steps to increase transparency and harmonize procedures in its work to deliver results for women and girls around the world. In doing so, there would be an open relationship with the Board as it provided strategic inputs to UN-Women's work to empower women and girls.

36. One representative took the floor to congratulate the Under-Secretary-General/Executive Director and her team for the remarkable work undertaken for gender equality and the empowerment of women and the adoption of the first institutional budget. The role of UN-Women in countries in transition was of particular importance, especially in the Arab States and in West Africa. As indicated in the budget, it was important that the development of regional and country offices remain tailored to country needs. A special effort was required in French-speaking countries. The speaker noted the contributions of France to UN-Women: €5 million (2011-2015) for the combat of maternal mortality, an inter-agency effort in which UN-Women was working with UNFPA, the World Health Organization and UNICEF; €1.2 million for a three-year (2011-2013) programme to combat violence against women in sub-Saharan Africa and in Arab States; €500,000 for two years, to promote access to justice for Afghan women; and €200,000 for the UN-Women administrative budget for 2011.

37. Another speaker looked forward to the expansion of UN-Women country offices, an effort that should give priority to developing countries. Equitable geographic representation among UN-Women staff was a key factor. The speaker noted that his country, Lesotho, had made significant strides in working to end violence against women.

38. In marking the end of the first year of operations of UN-Women, the President stated that it was necessary to reflect on the achievements of the past year. Just over a year ago, she had been honoured to be elected as the first President of the Executive Board of UN-Women. The significant achievements included the adoption of the organization's first strategic plan 2011-2013, the biennial support budget for 2011, financial regulations and rules and the first institutional budget 2012-2013. All elements had created a strong foundation for the future success of UN-Women.

39. UN-Women remained a symbol of hope for the cause of women. The President underlined her gratitude to all delegates, both members and observers, in particular the Bureau members, as well as the Secretariat. She extended special recognition to the men in the Executive Board, who had played a special role. In doing so, she cited the important contribution of John Gana (Nigeria) to the work of the Board.

40. In closing, the President thanked the Under-Secretary-General/Executive Director of UN-Women, the Assistant Secretaries-General, the Director of the Intergovernmental Affairs Division, the Secretary of the Board and the interim Secretary of the Board, as well as all secretariat staff who had contributed to the work of the Board. She also thanked the Minister of Women Affairs and Social Development of Nigeria for her participation in the Board session.